

**Board of Selectmen  
Goals  
Calendar 2012 and Fiscal 2013  
Adopted November 15, 2011**

*Mission Statement:* The Board of Selectmen and Town Manager provide executive leadership for the Town of Chatham. Together, we pursue collaborative processes, ethical, and professional procedures to insure that Town resources are directed to providing the best services possible to protect public safety, public assets and a special quality of life in Chatham.

*Relating to the Board of Selectmen*

**I. Protect and Enhance the Financial Health of the Town:**

*In collaboration with the Town Manager, Finance Director, and Finance Committee, create a value-based budget for FY 2013 that:*

- begins with a review of the current year appropriations and service delivery in relation to policies and economic conditions to determine if any adjustments need to be made in the next budget year cycle
- develops fiscal and program priorities to guide strategies for budgeting and collective bargaining.
- provides for a level funded budget, and consider any consequences of a level funded budget in conjunction with the service delivery as communicated and expected by our citizenry and Advisory Boards
- considers how to utilize/direct cost-savings resulting from anticipated educational budget savings
- provides for salaries and benefits of Town employees to reflect current economic and market conditions, and takes advantage of any new State laws or municipal reform opportunities relating to stabilizing or reducing operational and personnel costs

**II. Protect and Enhance Future Use of Town Land/ Buildings/Facilities**

- Authorize for 2012 Town Meeting articles that support timely construction of a new regional high school and the conversion of the existing H.S. /M.S to Middle School.
- Authorize for 2012 Town Meeting a design plan for a central fire station that will deliver a new appropriately sized station at a reasonable cost.

**III. Protect and Enhance the Professionalism and Effectiveness of the Town's Staff, Boards and Committees, and Enhance Effectiveness and Efficiency:**

- Support professional management by encouraging Departments to seek new and innovative ways to deliver municipal services.
- Work with Town Manager to enhance effectiveness and efficiency of town departments via support of managerial practices, professional development, departmental reorganization including the consideration of streamlining, outsourcing, regionalization, and other efforts to improve service delivery.

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**IV. Protect the Environmental and Historic Quality of the Town**

- Continue to monitor and review the (CWMP) wastewater plan at the policy level and encourage continued discussion and planning for the next phase of expansion and the funding required.
- Encourage the timely reconstruction of the Mitchell River Bridge, within the parameters of the Accelerated Bridge Program, and in recognition of the historic preservation requirements.

**V. Emphasize Long-Term, Strategic Planning of Town Operations and Resources, and Service Delivery**

- Provide policy direction relating to Town fire/emergency medical response operations expectations and needs, including but not limited to EMS/first-responder services, equipment, dispatching, personnel and practices. Review recommendations in Fire Department Operational Study, and provide direction for short-term and long-term implementation, including alternative delivery of Town EMS services in a fair and equitable way.
- Provide policy direction to Initiate a Town-wide parking plan and seek solutions to parking limitations at Town landings, Fish Pier, and Lighthouse Beach.
- Continue support for West Chatham/Rte. 28 road improvements.
- Support the award of the Marconi RFP/Plan to secure future tenants for these buildings.
- Support the Planning Board for the implementation and on-going review of the Local Comprehensive Plan (LCP) relating to zoning.

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*Relating to the Town Manager for Implementation*

**I. Protect and Enhance the Financial Health of the Town:**

*In collaboration with the Board of Selectmen and Finance Committee, create a value-based budget for FY 2013:*

- Initiate the budget process with a status report of the current year, and include a forecast of revenues and anticipated expenditure challenges relating to so called “budget busters” or fixed costs in order to present a level funded budget.
- Work to implement fiscal and program priorities to present a balanced budget without the use of reserves.
- Work to align the four collective bargaining agreements by duration.
- Propose/implement funding allocations for cost-savings resulting from anticipated educational budget savings.
- Work to develop a funding strategy that provides for salaries and benefits of Town employees to reflect current economic and market conditions, and consider any new State laws or municipal reform opportunities relating to stabilizing or reducing operational and personnel costs
- Work to develop multi-year fiscal projections that include revenues, expenditures, and debt schedules with references to unfunded liabilities in an effort to guide strategies for budgeting and collective bargaining.

**II. Protect and Enhance Future Use of Town Land/ Buildings/Facilities**

- Upon approval by MSBA, coordinate 2012 Town Meeting articles that support the construction of a new regional high school and the conversion of the existing H.S. /M.S to Middle School.
- Work to coordinate a final conceptual design for a Central Fire Station as approved by the Board of Selectmen for submission to 2012 Town Meeting and a ballot question.

**III. Protect and Enhance the Professionalism and Effectiveness of the Town’s Staff, Boards, and Committees, and Enhance Effectiveness and Efficiency:**

- Work with Department Heads to review functions and ways to enhance professionalism, communications and transparency.
- Seek opportunities to have inter/intra departmental cost sharing, staff sharing, and other ways to control costs and reduce expenses town-wide.
- Enhance the use of technology for greater efficiencies and communication.
- Emphasize service and implement procedures to ensure high levels of productivity, accountability, and customer service.
- Work to seek bi-lateral and regional partnerships to reduce expenses and/or improve service offerings/ delivery.

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**IV. Protect the Environmental and Historic Quality of the Town**

- Work with staff to monitor the (CWMP) wastewater plan, including regular updates, and educate the public on the next phase of expansion and the funding required.
- Coordinate with appropriate State and Federal agencies to ensure that the reconstruction of the Mitchell River Bridge proceeds within the parameters of the Accelerated Bridge Program, and in recognition of the historic preservation requirements.

**V. Emphasize Long-Term, Strategic Planning of Town Operations and Resources, and Service Delivery**

- Initiate a review Town fire/emergency medical response operations in conjunction with BOS policy direction, including but not limited to EMS/first-responder services, equipment, dispatching, personnel and practices, and review recommendations in Fire Department Operational Study, including alternative delivery of Town EMS services to provide for a sustainable, yet flexible approach for long term service delivery.
- In conjunction with BOS policy direction, initiate a review of a Town-wide parking plan that will seek potential solutions to parking limitations at Town landings, Fish Pier, and Lighthouse Beach.
- Upon approval by MDOT, implement BOS direction for West Chatham/Rte. 28 road improvements.
- Work with the consultant to release and award the Marconi RFP/Plan to secure future tenants for these buildings.
- Work with the BOS to encourage regular review and implementation of the Local Comprehensive Plan (LCP), and the Planning Board relating to zoning.

*- BOS Goals Calendar 2012 and Fiscal 2013 Relating to the Town Manager for Implementation -*